

FIG. 1

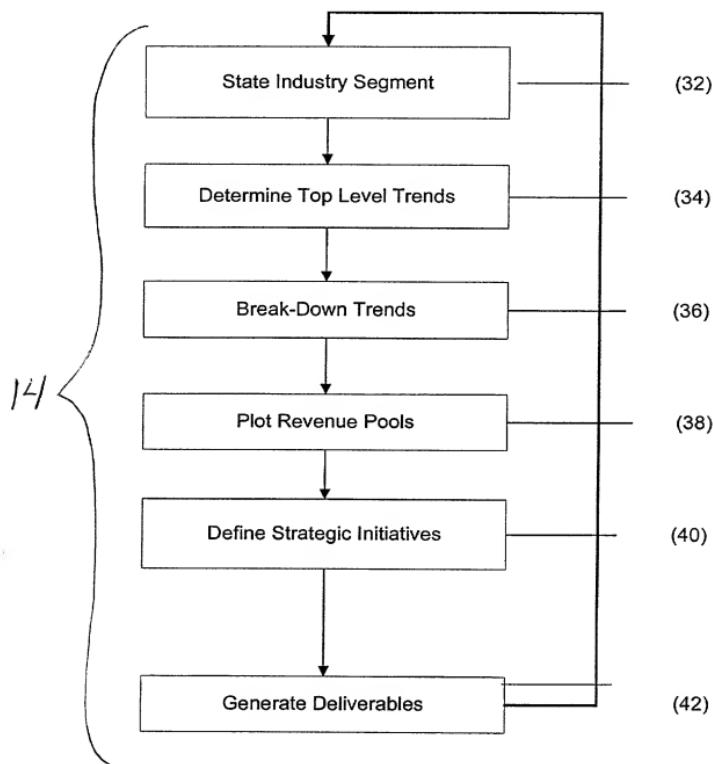


FIG. 2

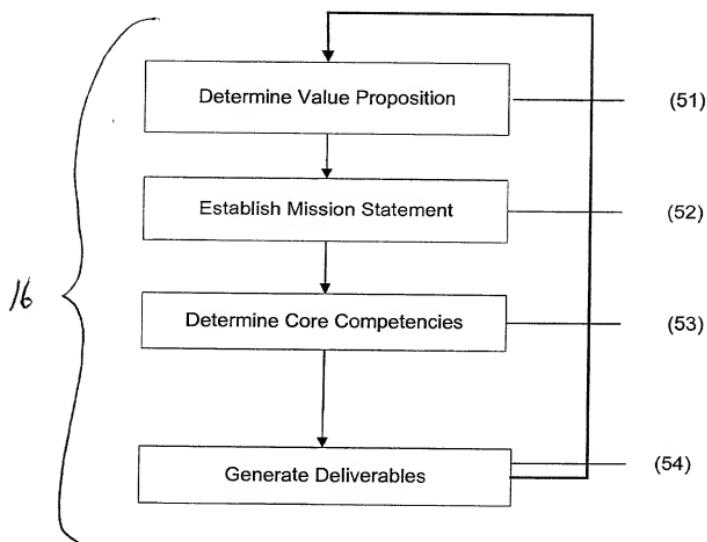


FIG. 3

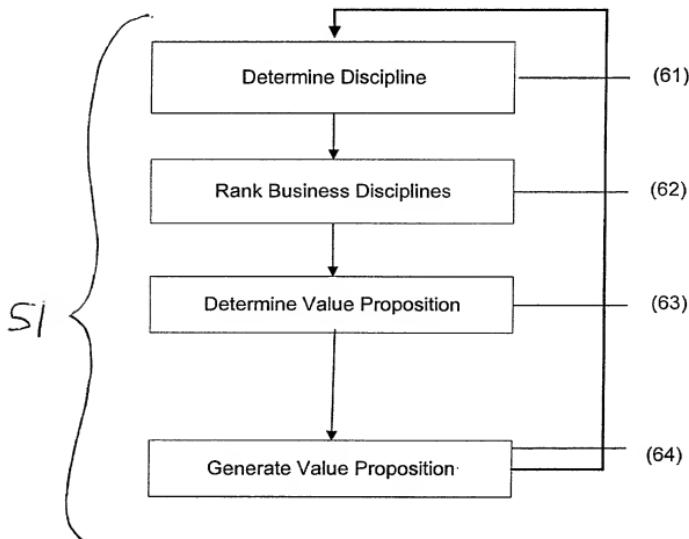


FIG. 4

222 220

	Product Lead		OE		CI	
	Rank	Score	Rank	Score	Rank	Score
Business	2	29	1	50	1	40
Competitor	3	34	3	34	3	22
Customer	1	34	2	43	2	22

Customer Importance	
Product Lead	OE
2	1

230

Fig. 6

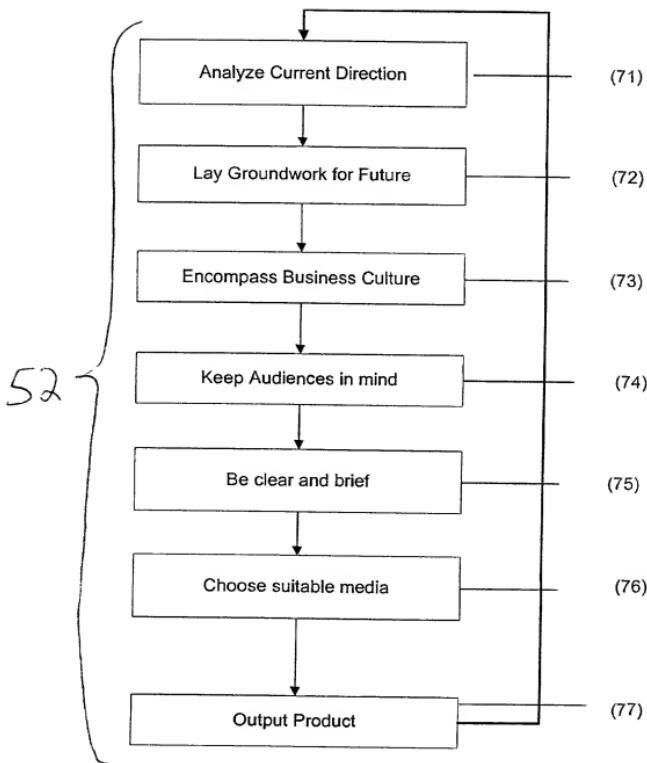


FIG. 7

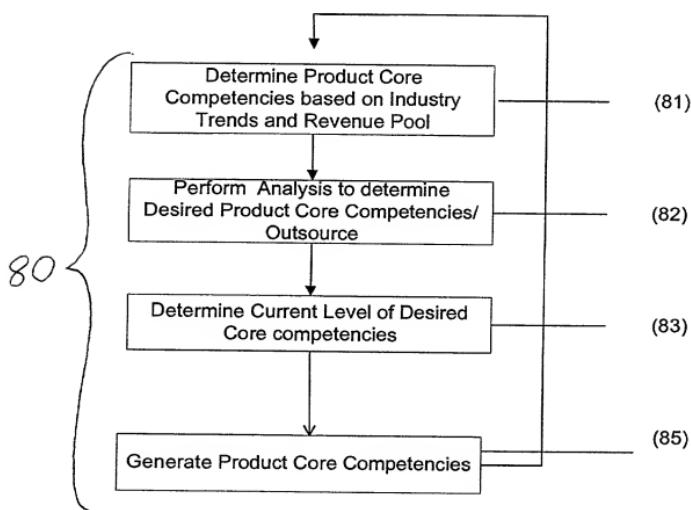


FIG. 8

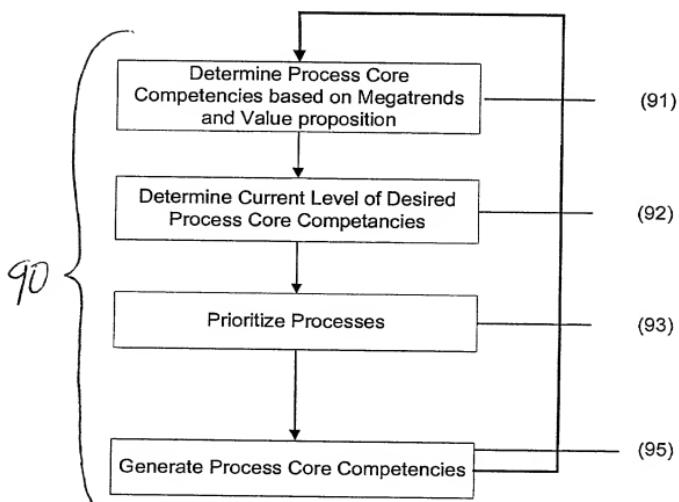


FIG. 9

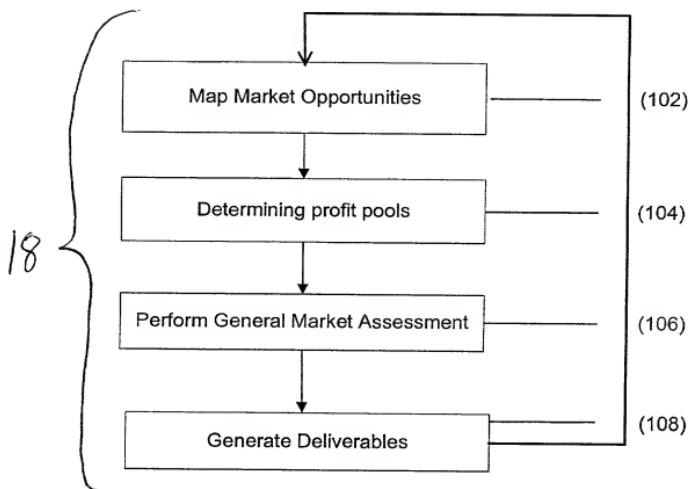


FIG. 10

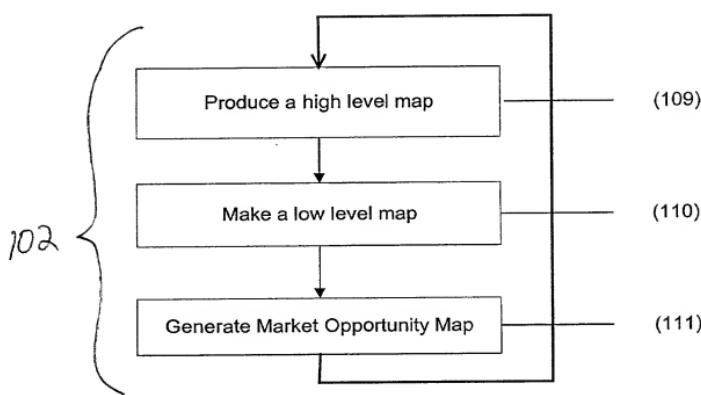


FIG. 11

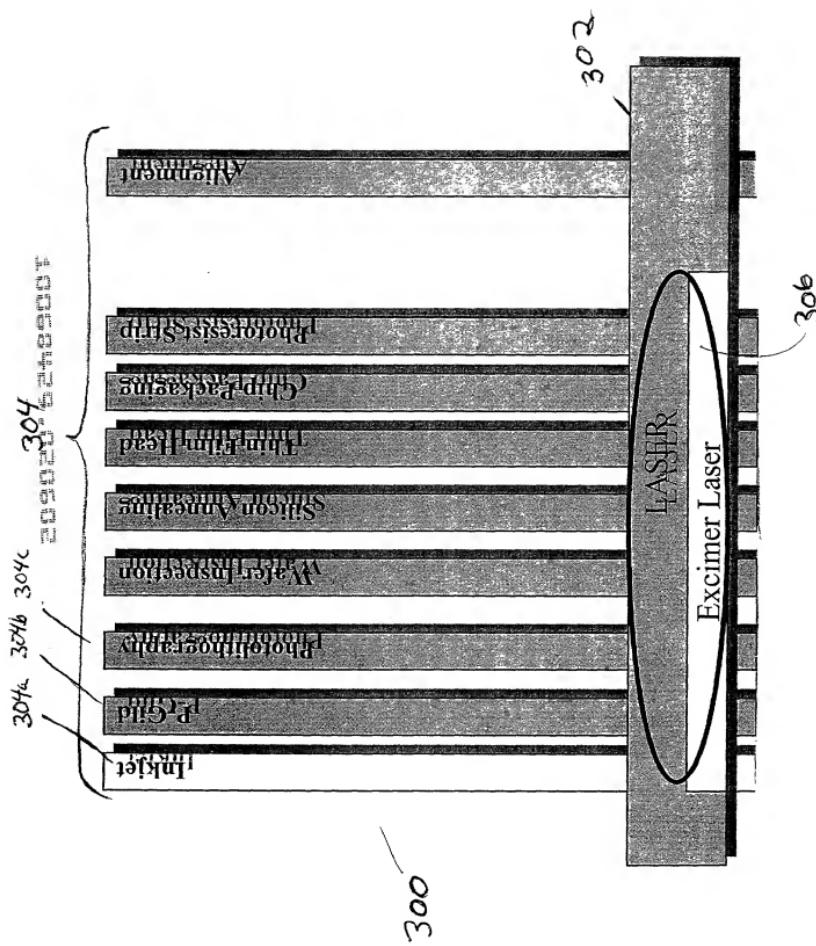


Fig 12

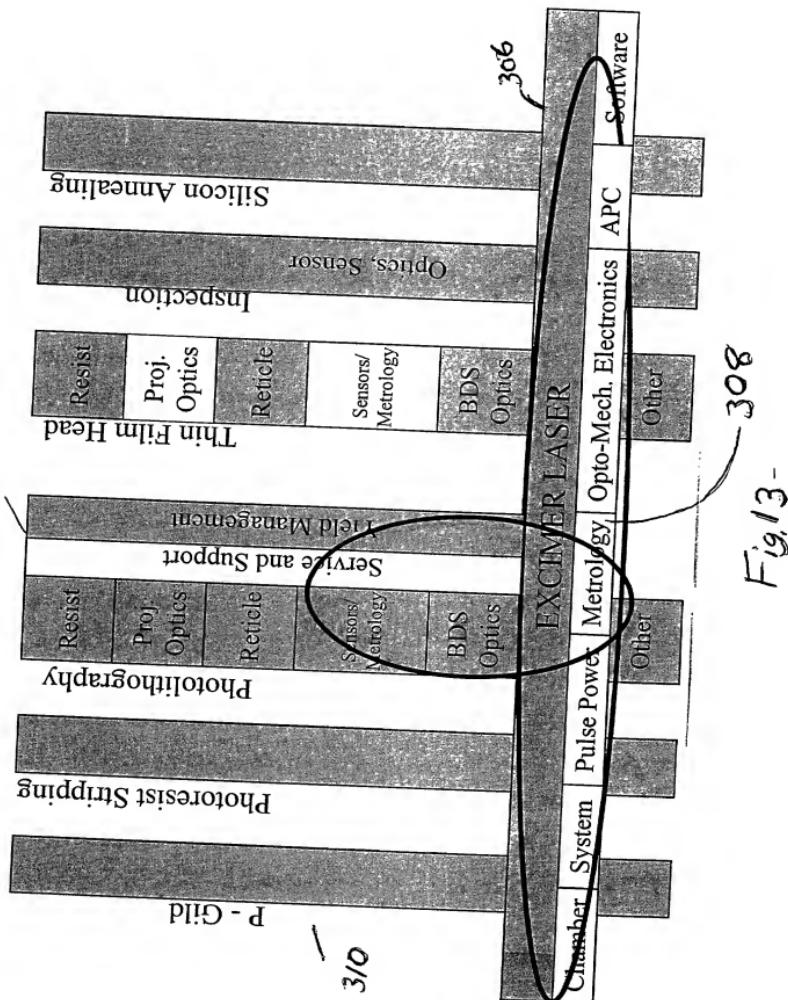
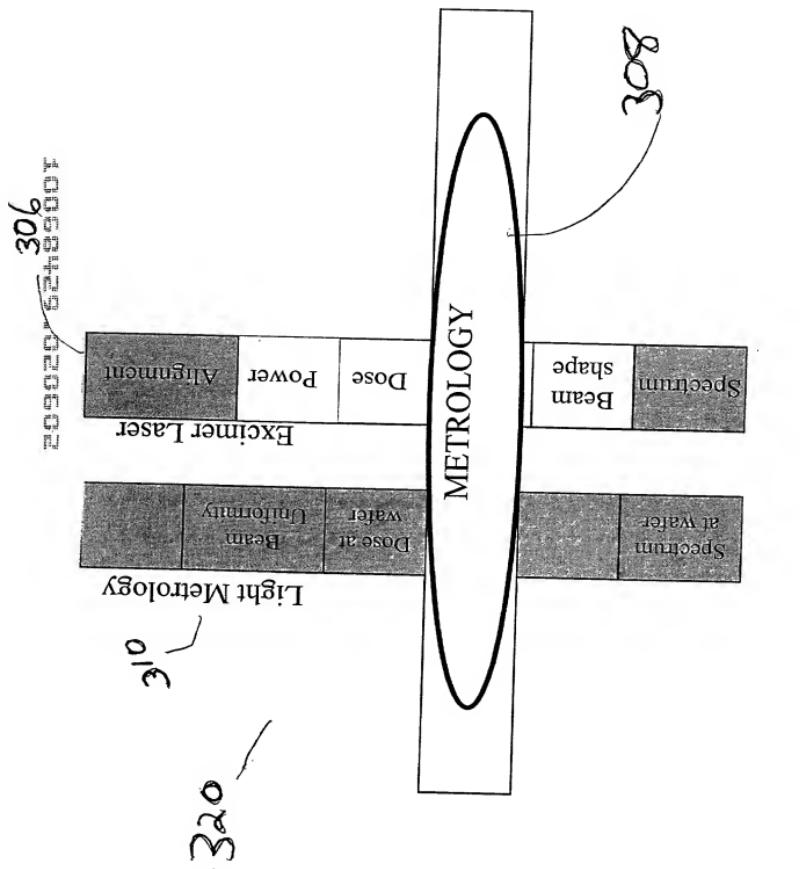


Fig 14



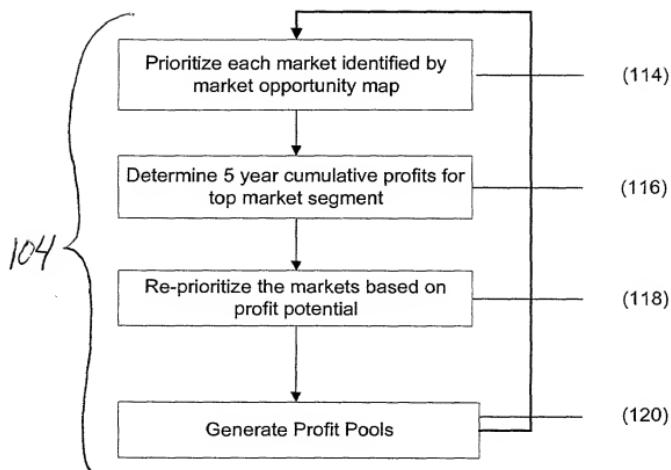


FIG. 15

Market Assessment Checklist	
Mission Statement	
Proposed Program Team	
Market Overview	
Market Definition (What, Why)	
Market Conditions	
Market Growth (CAGR)	
Market Maturity Level	
Players and Technologies	
Profile of Top 10	
Customer (end users, if applicable)	
Total Number	
Negotiating Power	
Market Profile by Geography	
Barriers to Entry	
General Market P Level	
Initial Capital Costs	
Economies of Scale	
Customer's cost of switching to new product	
Market Dynamics	
Market Volatility	
Past changes/shifts in the industry	
Complementary Technologies/Infrastructure	
Overview and Strategy	
Current Status	
Business Strategy	
Potential M&A Targets	
"Most Fave Attritus"	
"Nice to Have Attritus" Prioritization	
Pros and Cons	
Patent Portfolio	
Goals and Objectives	
Market Competition	
Competitors Analysis	
Competing Technologies	
Porter Analysis of the Market	
Market Forecast (5 years cumulative)	
Assumptions	
Timing of Introduction	
Market Revenue Forecast	
Risk Assessment	
Recommendations	

—400

Fig. 16

Porter Analysis	Product A	Product B	Product C	Product D
Threat of new entrants (2,-1,0,1,2)	2.5	2 is low	Power of suppliers (2,-1,0,1,2)	0.4
Economies of scale are	-1	2 is high	Concentration of supplier	2 is low
Product differentiation is	2	2 is high	Availability of substitute	2 is high
Capital requirements are	-1	2 is high	Importance of customer to the supplier is	1
Switching costs are	2	2 is high	Differentiation of supplier's product & service	-2
<i>Business' control of distribution channels is</i>	2	2 is high	Switching costs of the buyer	0
<i>Business' proprietary knowledge is</i>	2	2 is high	Threat of forward integration	0
<i>Business' access to raw materials is</i>	2	2 is high		2 is low
<i>Business' access to government subsidies is</i>	-2	2 is high		2 is low
Power of buyers (2,-1,0,1,2)	1.5	2 is low	Treat of substitute products (-2,-1,0,1,2)	-1.0
Concentration of buyers	2	2 is low	Profitability of substitute product suppliers	-2
Volume of purchase	0	2 is low	Rate of improvement in their price-performance	0
Product differentiation of suppliers	2	2 is high		2 is low
Threat of backward integration	2	2 is low		2 is low
Knowledge of supplier's cost structure	2	2 is low		
Buyer's profitability	1	2 is high		
Importance of supplier quality to final product	1	2 is high		
Percent cost spent of supplier's input	2	2 is low		
Intensity of competitive rivalry (-2,-1,0,1,2)			2 is low	
Number of competitors			2	2 is low
Industry growth rate			2	2 is high
Fixed costs			-1	2 is low
Product differentiation			1	2 is high
Switching costs			1	2 is high
Exit barriers			1	2 is low
Strategic stakes			-1	2 is low

4/2 F16/17

4/4

NBD MA Checklist : Market Name	
Mission Statement	
Proposed Program Team	
Market Overview	
Market Definition (What, Why)	
Market Conditions	
Market Growth (CAGR)	
Market Maturity level	
Market Drivers	
Players and Technologies	
Profile of top 10	
Total Number	
Market Share Division	
Profit Margin	
Customers (and end-users, if applicable)	
Profile of top 10	
Total Number	
Market Share Division	
Value Perceptions	
Negotiation Points	
Market Profile by Geography	
Barriers to Entry	
General Market IP Level	
Initial Capital Costs	
Learning Curve	
Economics of Scale	
Customer's cost of switching to new product	
Pricing	
Product Price	
Price Differentiation	
Price Elasticity	
Cost	
Fixed	
Variable	
Market Dynamics	
Market Volatility	
Past changes/shifts in the industry	
Complementary Technologies (Infrastructure)	
.. Overview and Strategy	
.. Current Status	
Business Model Strategy	
Potential Market Segments	
.. "Must Have" Attributes	
.. "Nice to Have" Attributes	
.. Prioritization	
Pre-M&A Checklist	
.. Product Strategy	
Detailed Product Functionality	
Product Functionality Spec	
Technical C&P Studies	
Product Price	
Sales and Distribution Channels	
Frogs and Toads	
Market Assessment	
Goals and Objectives	
Market Competition	
Competitors Analysis	
Competing Technologies	
Porter Analysis of the Market	
Market Forecast (5 years cumulative)	
Assumptions	
Timing of Introduction	
Market Units Forecast by year	
Market Revenue Forecast	
Market Share Forecast	
Market Share by year	
Resource Requirements	
Financial Analysis	
Cumulative Investments (5 years)	
Cumulative Revenue (5 years)	
Cumulative Profit (5 years)	
Payback time	
IRR	
NPV	
Risk Assessment	
Scenario Analysis (Best/Worst outcome)	
Recommendations	

420

Fig 18

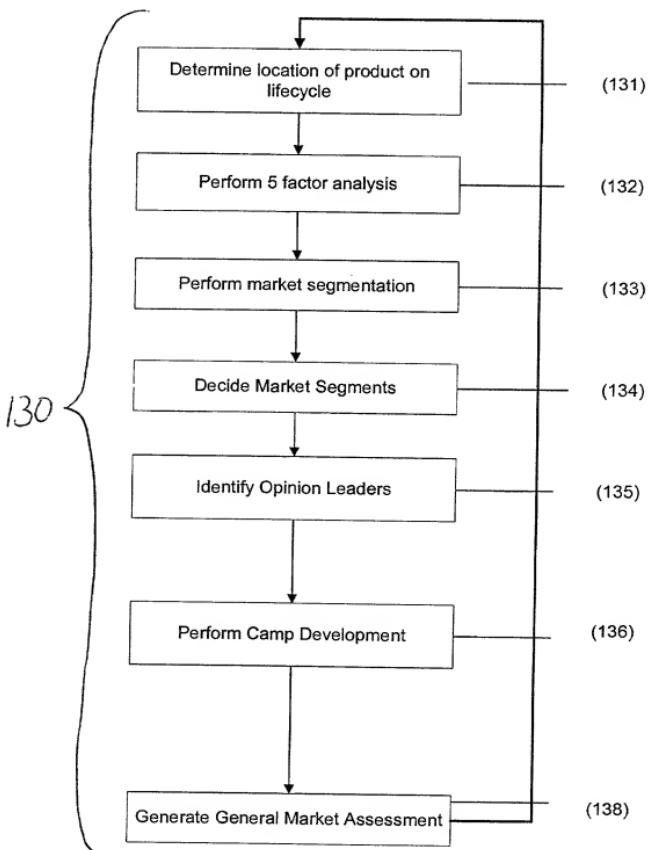


FIG. 19

500

510

		MUST HAVE								
companies		Desired Core Comp. Link	Availability	Vision	Cultural Fit			Potential Mkt. Leader	ST Gain	Strategic Importance
Company A	✓	Maybe	✓	Maybe	Maybe	Maybe	Maybe	Maybe	✓	
Company B	✓	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	✓	
Company C	✓	✓	Maybe	Maybe	✓	Maybe	✓	Maybe	✓	
Company D	✓	x	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	
Company E	✓	x	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	✓	
Company F	✓	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	
Company G	✓	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	
Company H	✓	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	
Company I	✓	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	
Company J	✓	✓	x	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	
Company K	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	

Fig. 20

520

NICE TO HAVE		companies	Geog. Proximity	LT Gain	IRR > 30%
Company A	x			Maybe	
Company B	x			Maybe	
Company C				Maybe	
Company D	x			Maybe	
Company E	x			Maybe	
Company F	✓			Maybe	
Company G	x			Maybe	
Company H	✓			Maybe	

Fig. 21

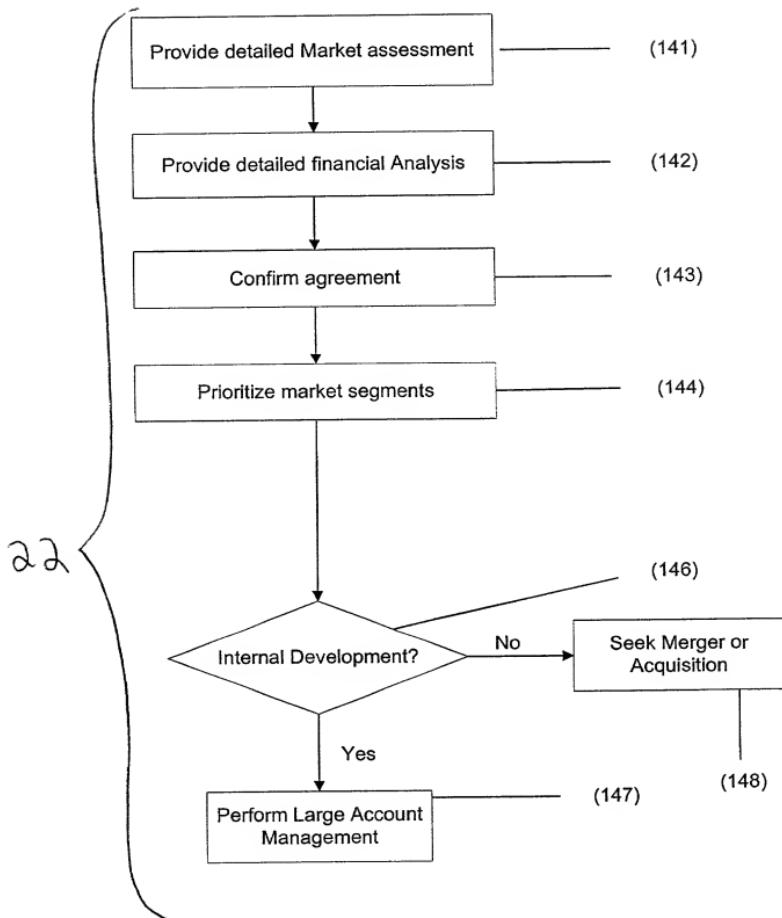


FIG. 22

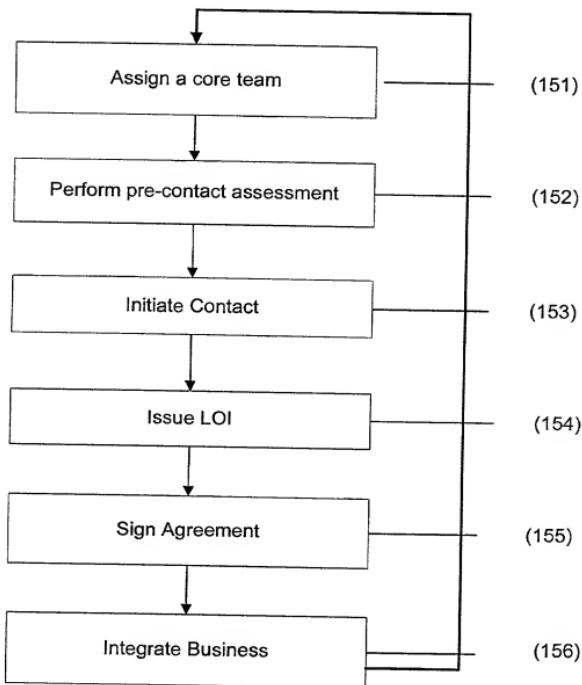


FIG. 23

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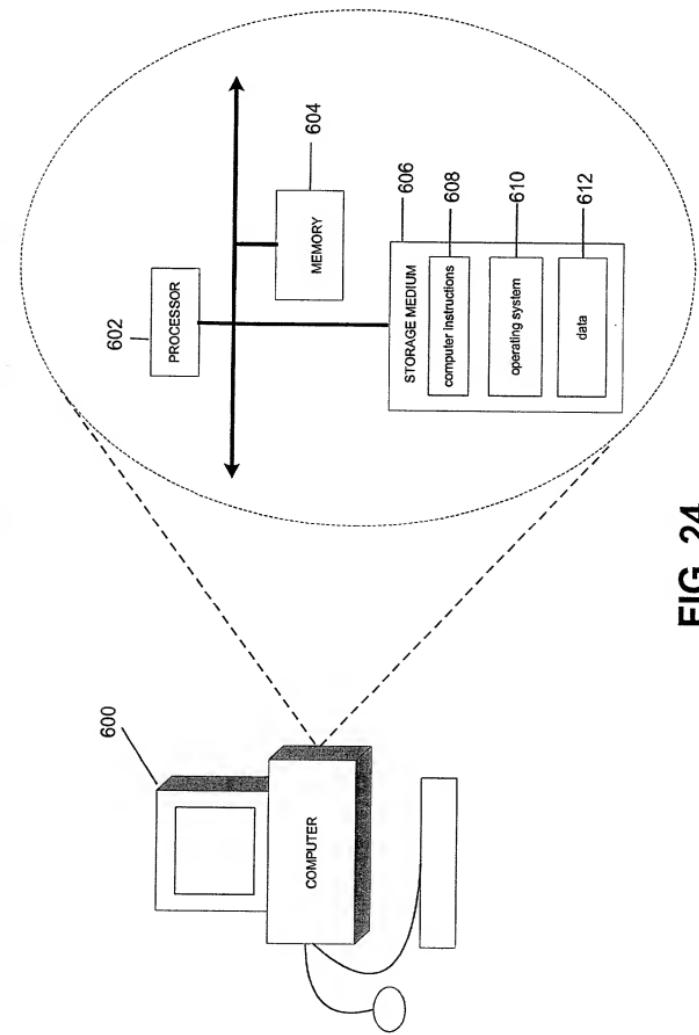


FIG. 24

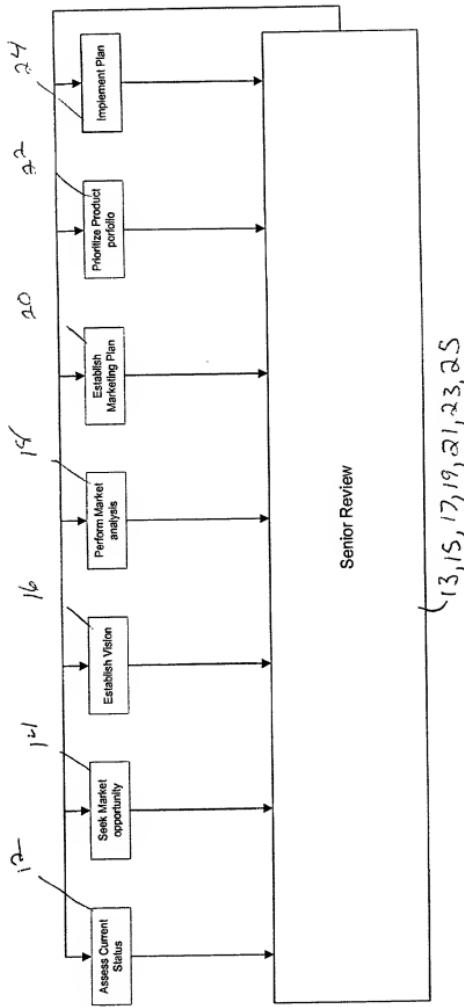


FIG. 25

{13,15,17,19,21,23,25}